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Office Memorandum • UNITED STATES GOVERNMENT

TO : Personnel Director

DATE: 5 August 1953

FROM : Chief, Personnel Procurement Division

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SUBJECT: Report on the "[REDACTED]" Project, Requested in Your Memorandum of 29 July, 1953

1. In conformity with your request for information on the current status of the consultant contract individuals who operate as talent scouts for the JOT Program, I am submitting herewith the following facts:

- (a) Number of individuals presently cleared and indoctrinated: 18
- (b) Number of individuals cleared but not yet indoctrinated: 8
- (c) Number of individuals currently in process: 13
- (d) Number of individuals designated, but forms not received: 3

Total number of individuals in categories
above: 42

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2. You will recall that the original list of colleges and universities from which we planned to draw our initial group of consultant contract individuals included 50 such institutions spread across the country. It has been to these schools that [REDACTED] has gone during the period of his active service as the University Liaison and Recruitment Officer. The fact that we do not have a total of 50 individuals within the above group is accounted for by our inability in several cases to gain nominations from college officials as yet, by the failure of several schools to qualify in the eyes of the Security Office, and by the need to recontact one or two institutions where their choices either failed Security or declined the nomination after having once accepted.

3. It was the opinion of the Working Group on Trainees, at the time that principles for the JOT Program were being established, that this original group of 50 colleges and universities "should be vigorously implemented and ultimately expanded." Accordingly, with the foreknowledge of the Director of Training, we had made tentative plans to increase the number of institutions from which we hoped to draw membership in the consultant contract group from 50 to not more than 75 during FY 54. Our recently submitted, revised budget presentation for FY 54 contained a request for funds to accomplish this within the framework of TRN/ADP 92-52. For the following FY, we had set the number

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to be not more than 100, which we now regard as the largest manageable number permissible with the present staff we have and with the vacancies to be filled under the JOT Program. It is likely, however, that FY 54 will see us arriving at a number slightly less than 75, in view of the presently contemplated reduction in the field coverage of our specialized recruitment function. [REDACTED] has indicated that his final summary report, to be submitted between now and 1 September, will contain his considered recommendations for the inclusion of colleges and universities not presently within the scope of our coverage. It is from this group then that we hope to make our selections, with the concurrence of the Director of Training.

4. The question of concrete results accomplished to date by these consultant contract individuals who have been cleared and indoctrinated is one that must be considered within the framework of the whole developmental philosophy of the JOT Program. Although this division has been submitting recommendations of JOT candidates selected in the field on a random basis, this procedure, it is hoped, will ultimately be replaced by selection primarily from these JOT consultants, who will refer their choices to our field recruiters for initial evaluation. The main talent we are buying is the more intimate knowledge of the intellectual community possessed by these consultants, with the attendant improvement in the breed which we expect will necessarily follow. At the time we began contracting with these individuals, I forecast that it would be at least two years before they would be maximally productive, even had we been able to engage, clear and indoctrinate them all at once - something which we were not able to do.

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5. Our first consultant under this program, except for Mr. [REDACTED] who had no clearance problem, was entered on duty on 10 September, 1952, a scant ten months ago, and 17 more have been added to the list of those fully functioning in the meantime. From them to date we have had a total of 25 JOT referrals, of which group 2 have been placed, 4 are under consideration and 19 have been rejected. In addition, these same consultants have recommended a total of 37 other individuals in other than JOT categories, of whom 3 have been placed, 2 are under consideration and 32 have been rejected. As in field recruiter training, a considerable amount of trial and error activity must be experienced before the consultant can be expected to be "on target" with a majority of his referrals. We feel that we are working toward this goal with reasonable success.

6. One of our problems has been that in order to make maximum use of the time of the people who must indoctrinate the new consultants outside of the area of this division, we have been obliged to schedule orientation periods only when we could assemble a quorum of cleared consultants, and we have regarded 4 as the minimum number feasible. Thus, we are now negotiating with the 8 consultants presently in this category for a mutually satisfactory date in September, with 14 September as our goal. Undoubtedly, several of the 8 will be unable to come

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because of conflict with their academic duties, and these will have to be scheduled for the next meeting whenever that comes.

7. I have spoken with the Director of Training many times about both the progress of the plan to engage consultants and the productivity of those already engaged. In this context he has also commented freely about the merits of the JOT Program itself. He advises me that he is satisfied with the number and caliber of those people engaged or in process as consultants, and that he feels that the productivity we are experiencing at present is consistent with their level of experience in making referrals. He has repeatedly emphasized the need for qualitative selection of these candidates, saying that he would far rather have an almost empty JOT classroom than one filled with individuals whom his office and this staff regarded as marginal. The Director of Training also commented, about the JOT Program itself, "I can think of no more worthwhile procurement activity in this Agency than that being directed toward satisfying the requirements of the JOT Program.....I personally feel that ultimately it should satisfy the long term needs of the Agency for career personnel on a sound, intelligent basis."

8. The question, "What are your impressions of the quality and desirability of those Junior Officer Trainees with whom you have had contact?" was asked of the following Agency personnel:

25X1A9a

[REDACTED], Chief, Operations Staff, OSI
[REDACTED] Deputy Assistant Director, OCI
[REDACTED] Chief, Administrative Staff, ORR.

Their replies, which they authorized for quotation, are set forth below:

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[REDACTED]: "I would be delighted to have a dozen or more of them as soon as possible....I only hope that we are able to attract more JOTs with scientific training."

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Mr. [REDACTED]: "The quality and desirability of these people is very much above average...they are more than able to hold their own...I cannot speak highly enough of this program"

25X1A9a

Mr. [REDACTED]: "These people have worked out really very well; their performance on the job is excellent, in some cases exceptional...ORR is happy to support the JOT Program, and we can express unqualified satisfaction with the product...we would, however, like to participate more fully in the pre-employment screening of anyone destined for a research position with us."

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Finally, I might mention that the annual European recruitment of JOT candidates is another modus operandi, that ought to be continued, since it serves to make available candidates with area experience and contact with other educational systems and intellectual standards which, though different from our own, give what I consider needed breadth to the JOT group.

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PPD/JAC, JR:vp (5 August 1953)

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